



# PUBLIC VALUE PARTNERSHIPS

## THE ARTS

Valued by Montanans  
Worthy of State Investment

### Montana Arts Council Public Value Partnerships (PVP) Guidelines FY16-19

V2.0 Final January 2015

Public Value Partnerships increase accountability and responsiveness to the Montana legislature and U.S. Congress in validating the public value of state and federal investment of the arts.

The Montana Arts Council (MAC) is the agency of state government charged with promoting the arts to make a positive difference in the individual and collective lives of the citizens of the state. It accomplishes this mission by helping to develop the creative potential of all Montanans, advance education, create economic vibrancy and revitalize communities through the arts. The Montana Arts Council is funded by state and federal tax dollars. Public Value Partnerships provide public dollars to support activities taking place within the state and the nation that benefit the citizens of the state of Montana.

#### **Montana Arts Council Mission Statement**

The Montana Arts Council, an agency of state government, develops the creative potential of all Montanans, advances education, spurs economic vibrancy and revitalizes communities through involvement in the arts.

#### **Montana Arts Council Vision Statement**

Montana is known far and wide as “The Land of Creativity,” where the arts are essential to the creativity, imagination and entrepreneurship that make Big Sky Country the very best place on Earth to live, learn, work and play.

#### **Program Description**

The Montana Arts Council (MAC) is pleased to continue providing operating support grants for Montana non-profit arts organizations with paid staff under the grant program entitled **Public Value Partnerships** which champion the benefits the arts provide to all the citizens of Montana and are worthy of state and federal investment.

#### **Public Value Defined**

For the purposes of this partnership application, MAC defines public value as making a positive difference to the individual and collective lives of the citizens of Montana through the arts.

#### **Grant Period and Amounts**

The grant period begins July 1, 2015 and runs through June 30, 2019 (four years), provided the grantee organization continues to meet eligibility requirements. All awards are dependent on meeting the established criteria and will be awarded as follows:

- ❖ Grant amounts are formula-funded based on a yet-to-be determined percentage of the average the organization’s prior two years’ cash expenses.
- ❖ Minimum grants will be \$2,000 per year, maximum grants will be \$10,000 per year.

## **Application Deadline & Notification**

Application Deadline is April 3, 2015 at 5:00 pm. Awardees will be notified in late June 2015.

If additional information is required you will be contacted via the email address associated with your online account. Please do not submit additional information unless requested.

## **Eligible Applicants**

### **All applicants must:**

- Be a Montana-incorporated, non-profit arts organization with an IRS 501(c)(3) ruling or an organization with a Certificate of Authority for a Foreign (which means non-Montana) Non-Profit Corporation issued by the Montana Secretary of State with an IRS 501(c)(3) ruling.
- OR be a tribal government arts program.
- OR be a university arts program. Only ongoing outreach programs of the university system that significantly extend services beyond the campus will be eligible for funding.

### **And meet ALL of the following requirements:**

- ALL applicants must have been formally organized and continuously operating in Montana for a minimum of five years prior to this program's application deadline.
  - ❖ For non-profit applicants, this means they have had their 501(c)(3) federal tax exempt status since April 3, 2010.
  - ❖ For tribal and university arts programs, this means they have been an established part of the tribe and/or university for five years.
- Organizations must have at a minimum a half-time paid artistic, managerial or education staff member. (Paid for 1040 hours or more per year at minimum wage or higher.)
- Organizations must provide arts programs or services on an ongoing basis throughout the year. This particular grant program does not fund organizations whose primary focus is a single event, or events held over the course of a single day or weekend, or festivals. (*Festival definition: An arts festival is a celebration of art and culture that can be achieved through a concentration of many activities with a single focus and provides a showcase for local, regional or national artistic talent. An arts festival revolves around a theme that is easily identified. An arts festival often has a variety of media, even if it is focused on one artistic area. An arts festival has a significant emphasis on the arts.*)

## **Contacts & Accessibility**

For grant narrative questions, please contact Cinda Holt ([cholt@mt.gov](mailto:cholt@mt.gov) 406-777-0090).

For questions or concerns about the application process or technical assistance, or to request a large-print or alternate format guidelines or application, contact Kristin Han Burgoyne ([kburgoyne@mt.gov](mailto:kburgoyne@mt.gov) 406-444-6449).

General Contact Information: Montana Arts Council , PO Box 202201, 830 N. Warren, First Floor, Helena, MT 59620-2201, 406-444-6430 TTY: 711, [mac@mt.gov](mailto:mac@mt.gov), [www.art.mt.gov](http://www.art.mt.gov)

## **Funding**

Public Value Partnerships provide operating support toward the educational mission of Montana non-profit arts organizations that have had their 501(c)(3) status for a minimum of five years and have at a minimum one half-time paid staff member.

The program supports arts organizations with strong operations - including stable management, ongoing assessment and evaluation and high artistic quality for the communities being served. These grants also fund operating support for arts organizations based in tribal governments and universities. In these cases, the organizations can use either tribal government or university non-profit status.

Funds for this program come from the Montana Arts Council, an agency of state government, through funding by the state of Montana and the National Endowment for the Arts. All other Montana Arts Council grant program reporting must be in compliance to receive funding.

In any application cycle there may be more applicants vying for a fixed amount of available funding. Please take extra time to make sure your answers to the narrative are clear and compelling because funding will be very competitive. You must submit an application that will “sell your organization” to the panel and council. Assume the reviewer has no prior knowledge of your organization or program. Do not assume that a past funding record will assure future funding.

### **Producing Public Value Through “The Three Rs”: Relationships, Relevance and Return on Investment**

Public Value Partnerships utilize three tools we call “The Three Rs” to expand the public value of the work being done by Montana’s non-profit arts organizations:

Building relationships.

Creating greater relevance and meaning.

Establishing return on investment.

The Montana Arts Council believes that using “The Three Rs” strengthens participation, understanding and support from audiences, donors and funders. “The Three Rs” are the focus of the narrative questions in this application.

**Relationships.** Building relationships with arts audiences, funders, community and political leaders will increase audiences and support.

**Relevance. Relevance = connection = meaning.** Making more significant connections to what has value and meaning for your audience and supporters will increase participation and the public value of your organization.

**Return on investment.** All supporters of a nonprofit arts organization need to believe their money is a worthy investment, whether they buy tickets and make contributions or provide grant funding from private sources or governmental agencies. The Montana Arts Council defines “return on investment” in a broad way. It could mean a straightforward financial return or a return that brings meaning to our lives, vitality to our communities, or becomes a catalyst for new ways of thinking, seeing and solving problems.

### **How Public Value Partnerships Work**

- A four-year grant period in which the dollar amounts remain the same, provided organizations continue to meet eligibility requirements and pending funding availability from MAC. Reporting is required annually to MAC.
- Financial information will be reviewed solely from the organization’s IRS 990s. For governmental units financial information will be reviewed from financial statements comparable in form to the IRS 990.
- Operating support grants that are formula-funded at a set percentage of cash expenses.

- MAC may choose to allocate additional funding to an organization that provides exceptional service to a particularly underserved region or population in the state.

**The grantee will provide increased accountability and responsiveness to the Montana legislature and U.S. Congress in validating the public value of state and federal investment of the arts by:**

- Annually, send personal invitations to local legislators to attend, participate in programming, or interact with audiences and staff of the organization.
- Annually, ask to meet with local legislators to discuss the public value of this state funding for the organization and its community. Also ask to meet with a local staff member of their U.S. Congressmen if there is an office in their community.
- Annually, report on how they are producing public value through “*The Three Rs*” (relationships, relevance & return on investment).
- Timely reporting submissions as summarized in the Annual Reporting section of this application.

**Review Criteria**

**Applicants must:**

1. Offer quality artistic programs and services that are closely aligned with the mission of their organization and appropriate for the people, organizations and communities for whom they are intended.
2. Have appropriate and sufficient governance, management and staffing to support the work of the organization. This criteria will be evaluated by support materials, by IRS form 990s, by previous grant report analyses (if applicable) and by the overall quality of the application.
3. Focus on and reinforce the public value of the organization. The following criteria will be evaluated by answers to narrative questions and a review of existing annual reporting history (if applicable).
  - Build strong relationships with their community in order to build greater participation in the arts organization’s programs and services.
  - Define ways in which the organization’s relevance to its community can be identified and expanded.
  - Articulate and reinforce the organization’s return on investment for civic and political leaders, community supporters and participants.
4. Provide services to rural and underserved populations. Rural is defined as living outside the three largest cities: Billings, Great Falls, or Missoula. MAC considers as “underserved” those individuals living in rural Montana outside of the seven largest towns (about half of all Montanans); members of the 11 Indian tribes living on Montana’s seven reservations (7% of our total population); low-income communities within the seven largest cities; children; and people living with disabilities. Montana’s “underserved” also include those who are part of any other ethnic-based community of people who share a common cultural/regional/occupational heritage.
5. Have a current web presence that underscores the professionalism of the organization and the artistic quality of its programming.
6. Have current fiscal year information on the status of the organization’s compliance with the Americans with Disabilities Act (ADA).

**Review Process**

Applications will be reviewed in the spring of 2015 by a four- to six-member panel comprised of leaders in the fields of arts and public service. This panel will make recommendations to the full body of the Montana Arts Council, who makes all final grant funding decisions. Applicants will be notified via email of funding recommendations by late June 2015.

All Montana Arts Council grant review meetings are open to the public. Applicants will be identified by name and all information submitted is public information.

Applicants are requested to refrain from contacting panel or council members, individually or as a group, before or during the panel meeting process. Applicants attending the panel meeting as observers will not be allowed to speak, thereby not having an unfair advantage over those who are not in attendance.

The minutes from the panel are available upon request and applicants are encouraged to contact MAC staff after the review to receive these minutes. Committee discussions provide insights about effective grant writing and how your application is perceived and understood.

### **To Apply**

Hard-copy applications will not be accepted. Please contact the staff if you have technology challenges. The following section is a preview of the information you will need to provide for the online application.

Logon page (a link is also available on our website):

<https://www.grantinterface.com/Common/LogOn.aspx?eqs=y0lvNTomAgVA2A0t7dII-H8njA1NVVBa0>

### **Application Materials to Consider Before Applying:**

**General Information:** Please fill out completely, paying special attention to items that are mandatory.

### **Narrative Questions**

#### **Relationships**

Relationships are built one-on-one, person-to-person. Relationships imply a two-way street. Although it is good to hear about various marketing and publicity activities that you are undertaking to reach audiences, that is not what we mean by “building relationships.” Relationships are built through conversation and back-and-forth communication -- where it’s not just the arts organization talking or promoting, it’s the audience or supporter communicating back to you. We are interested in knowing what you’re doing to build that two-way relationship between your organization and your audience and/or supporters.

Aside from promotion, publicity and ticket discounts, what was the most effective SPECIFIC technique you used last year to build relationships with your audience and/or supporters? What did you learn from the relationship building?

#### **Relevance**

We are interested in hearing how, specifically, you make greater connections between your programs and participants. This means describing how you are doing this (not just what you are producing) with specific participants or constituents.

This means describing how you are strengthening the connection between what your organization is producing and your audience. Some examples could be pre-performance lectures, partner with local hardware stores to attract their customers to backstage tours on construction and lighting led by a designer or technician, provide opportunities to get to know the artist in creative ways, involve teen church youth clubs in creating pre-performance special events planned by them and of interest to them, incorporate local stories or events of interest to local residents that are related to the performance.

In addition to media, promotion, complimentary admissions and volunteering, what was the most effective SPECIFIC technique or program you used last year to create greater connection with and more relevance between your organization's programs and your participants or constituents?

## **Return on Investment**

Please provide a story about your organization's economic development or cultural tourism efforts. This could be activities that attract other business to your area, or create employment opportunities. You could let us know if you have directly raised other funds (and how much) by using MAC grant monies as a match or as leverage. If you know how much of your expense budget is spent locally that could be helpful, and please include the dollar amount and a few general categories of where you spend the most. If you know that your expenditures in a particular area help another business with their own bottom line, a story of how they benefit from your actions could be helpful.

What is the most moving or touching story you've heard this past year about how the work your organization has done has impacted someone's life. What we're looking for here is some kind of testimonial or a story that someone has told you about the significance your organization has had to that person or their family.

## **Fundraising & Marketing**

If you are willing to share this information with other please do so below. If you do not answer this question it will not impact your application. (The Montana Arts Council would like to share good ideas with others in *State of the Arts* and online publications. Credit to your organization will be given, of course, if you include a story here.)

What is the best new fundraising or marketing idea you have implemented in the last year?

## **Cultural Tourism**

From Wikipedia: Cultural tourism (or culture tourism) is the subset of tourism concerned with a country or region's culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion(s), and other elements that helped shape their way of life.

What role do you see your organization playing in the future in cultural tourism?

## **Rural & Underserved**

Briefly describe how you serve rural and underserved populations in your area. (Rural is defined as outside of Billings, Great Falls & Missoula.) MAC considers as "underserved" those individuals living in extreme rural Montana outside of the seven largest towns (about half of all Montanans); members of the 11 Indian tribes living on Montana's seven reservations (7% of our total population); low-income communities within the seven largest cities; children; and people living with disabilities. Montana's "underserved" also include those who are part of any other ethnic-based community of people who share a common cultural/regional/occupational heritage.

## **Accessibility**

Regarding ADA (Americans with Disabilities Act) and accessibility:

- a. What accessibility symbols are on your printed materials, newspaper ads and website?
- b. Do you make large-type printed materials available at every event so people don't have to request them specifically?
- c. Does your website have a clearly indicated contact for accessibility questions?
- d. Do you identify wheelchair and companion seating in your printed materials?
- e. Please describe your accessibility goals and objectives for FY15 (July 1, 2014-June 30, 2015). You will be asked to report on progress towards these goals in your annual reporting, if funded.

**Current Board List:** Please attach a list of the current board members with name, address, phone, fax and email. An excel spreadsheet is preferred, but not required. If not applicable, please explain.

**Supplemental Materials Available on the Web:** If applicable, please direct us to a website with drawings, images, audio or video clips that are important and specific to your project or program. For example: youtube videos or newspaper article links.

**Photos:** Two photographs of your organization's activities in progress (in other words, we don't want resumé shots of artists). These photos may be used as part of the promotion of the arts campaigns by the arts council or the state's tourism or other bureaus to promote the arts of Montana. They may be used in social networking, DVDs, print, powerpoint, podcasts, online, video, legislative hearings, presentations to tourism officials, educators, service clubs, or other formats and technologies as needed by the Montana Arts Council. Please include the accompanying photo credits and permission to reprint.

### **How to Logon to the Online Application**

<https://www.grantinterface.com/Common/LogOn.aspx?eqs=y0lvNTomAgVA2A0t7dII-H8njA1NVVBa0>

Enter your login, which is your email address, in the login field. Enter the Password that you chose when you set up your account. Click the "Log On" button.

**If you have forgotten your password, please do not create a new account.** Instead, please click on the Forgot your Password link, enter your User ID, and the system will email your password to your email account.

On the left side of the screen you will see a green bar with "Apply" in white text. After you click "Apply" to begin, you will see the Application Page. The first blue link is PVP FY16-19 New Applicant App. Click this to access a blank application form.

### **THINGS YOU SHOULD KNOW ABOUT ONLINE TECHNOLOGY**

- Please type your narrative answers in a word processing document and then cut-n-paste into the application form. There have been instances of the web application crashing and taking narrative answers with it. Always keep a word processing document backup.
- Narrative fields have a character count at the bottom. Punctuation and spacing are included in the count.
- Only one document can be uploaded to an upload field. You may need to combine multiple documents into one document (a series of bios, for example) for upload.
- It is recommended you convert word processing documents to pdf files before uploading them to maintain formatting. To convert a file (or multiple files) to a single pdf you have several options. If you have Adobe (or similar) software or a newer version of some word processing programs you may be able to select "print" and then select the "pdf" option in the menu (instead of the printer you usual use). There are also several free software options on the internet. MAC does not recommend any particular software but mycutepdf.com is an example of free software for creating pdf's. If you are struggling with this technology please contact MAC staff ([kburgoyne@mt.gov](mailto:kburgoyne@mt.gov)) as early as possible and we will try to assist you. During the final week before the deadline many applicants are requesting assistance. The earlier you can submit your requests the more likely someone on staff will be able to assist you before the deadline.
- If you want to attach a document that is only available in hard copy you have two options. If you have access to a scanner, you can scan the document, save the file, and upload it to the application form. Or you can use the fax-to-file option in the green side bar on the left side of the application form. This will allow you to create a .pdf file by faxing a document to the number provided in the instructions in the

application form. Please note the quality of the image will be fax-quality so this option is not recommended for photographs or high-quality print materials.

- Application packet (blue link in the upper left in the application) will show you how your application will appear to the reviewers. When you click “application packet” a pdf version of your application will be generated. You can save this pdf to your hard-drive, print it or send it as an email attachment. If something you have attached in an upload field does not appear correctly in the print packet format you may want to convert the document to a pdf file and re-upload it to the application.
- Try to follow a naming convention that identifies the applicant and the document. (example: Burgoyne \_resume.pdf or Burgoyne \_SIGBudget.xls). There is a maximum of 72 characters file-name limit and the name should NOT contain spaces or characters other than letters, numbers, underscores and hyphens.
- If your supplemental materials are audio/video clips that are not available on your website and do not fit in provided upload fields or you have additional supplemental materials to attach to your application that are smaller than 8 mb they may be submitted via email ([kburgoyne@mt.gov](mailto:kburgoyne@mt.gov)). You can also utilize programs like You Send It and Drop Box to submit supplemental materials.

### **Annual Reporting Requirements**

- MAC’s fiscal year is July 1-June 30. This is also the grant period of your Public Value Partnership grant. Annual reporting is due September 15 of each year and is submitted online.
- Report forms ask for statistical NEA reporting requirement data about audiences, artists participating, and young people reached. MAC also requires information about the organization’s continued eligibility in the grant program, such as maintaining a half-time staff person and having an active 501(c)(3) status.
- IRS Form 990 for the most recently completed fiscal year. The match for this grant will be met by the full amount of the cash expenditures indicated on the organization’s IRS Form 990. For governmental units financial information will be reviewed from financial statements comparable in form to the IRS 990. The council has an example of the form required to achieve this comparability or the governmental unit may fill out an IRS 990, whichever it prefers.
- A summary describing the meetings with local legislators, and if applicable, with U.S. Congressional staff in local district offices.
- Details of the efforts made to offer opportunities for legislators to attend, participate and/or interact with the organization’s activities and the results of those efforts.
- A narrative answer summary describing the ways in which the organization is striving to make its programming more meaningful and relevant to its public.
- A description of steps the organization has taken within the last year to further its compliance with the Americans with Disabilities Act.
- Two photographs of your organization’s activities in progress